

SVI Worksheet – Process Items

(Post-Site Phase Example)

Item Reference: 5.1-3

Not originally evaluated at consensus _____

Issue: **Verify the applicant's recruitment and hiring process including the use of four competency areas to identify skills needed by new employees and behavior based interviews to evaluate these skills during interviews. Clarify if these processes are utilized with the volunteer workforce.**

Comment(s) affected: (An SVI addresses one or more comments on the consensus scorebook so that by the end of the site visit all OFIs, double pluses, and strengths comments linked to a Key Theme in the final scorebook have been verified or clarified. List the comments found in the consensus scorebook that are addressed by the findings and conclusions concerning this issue, *e.g.*, 1.1 first +, 1.1 first OFI, KT a.2, and 5.3 second +)

5.1 Strength 2 (A,I)

5.1 OFI 2 (A)

Analysis Required: (Based on the SVI above, what are the core questions that must be answered in able to draw conclusions about the accuracy of the comments affected. Note: the answers to these questions will be constructed from the results of your interviews, document reviews and other observations while on-site)

Evidence and Conclusions: (For each of the Analysis Required items listed, provide the evidence that allows you to resolve the issue and then your conclusion based on this evidence)

- Does the applicant have a mature recruitment process that utilizes the analysis of four competency areas to identify needed skills? (Approach)
 - As evidenced by interviews with seven hiring managers across all three counties. All of the seven managers were able to both describe the process and provide examples of having worked through the process with HR staff to identify specific competency needs for job openings in their operation. HR staff provided documentation of several cycles of improvement for the recruitment process that have led to the current approach. Implementation of the process improvements were also confirmed during the hiring manager interviews.

Conclusion: The applicant has a mature recruitment process in place that is responsive to the issues of importance to the organization. This process does involve both managers and HR staff in analyzing the skills and characteristics required of potential employees and identifying aligned behavioral characteristics for each of four competency areas: Clinical/Technical, Team, Cultural, and Service

- Are the results of these analyses reflected in position descriptions? (Approach and Deployment)
 - ✓ As evidenced by analysis of eight position descriptions provided by HR and two shared during walking around interviews. Each of the position descriptions identified skill requirements, including evidence of full performance, in each of the four competency areas. The team judged the competency analysis to be position-specific and appropriate to both the position requirements and overall needs of the organization.

Conclusion: The results of the above analyses are then included in position descriptions

- Are the identified skills evaluated for during interviews? (Integration)

☑ In the same interviews with hiring managers, most described the training that they had received on behavior based interviewing. They also provided examples of using it to make hires within the past year. In walk around questions with employees, four employees hired during the past year were interviewed and each provided evidence of having been asked for evidence of competency in the four areas. Two managers from Mohave County, however, stated that they had not yet begun using the behavior based interview process. See deployment issue below.

Conclusion: With the exception of the deployment issue noted below, the behavior based interviews, as a key approach to hiring and career progression is confirmed

- If the answer is yes to the above, are they equally deployed throughout the organization? (Deployment)

✗ It was determined that the recruitment process is not currently being used at locations in Mojave county. During interviews with hiring managers, those from Mojave county sites related that while they were aware of this refinement to the process, they had not yet begun implementation.

Conclusion: There is a significant gap in deployment of this key process that will impact the Mojave county location's ability to fully integrate the hiring and career progression process. As such, a new OFI will be added. See below for details

- Is the process integrated with long range planning through the Strategic Planning Process (Integration)

☑ As evidenced by multiple examples of the HR Director serving as the interface between the recruitment process and the organization's long range planning. HR Director provides summaries of all positions created/modified and emerging skill/position requirements as an input to the Strategic Planning Process. He also communicates newly identified skill/position requirements, as a result of changing strategic, back to HR staff. Confirmed during senior leader interviews, by Category 2 team during category interview, and through review of SPP documentation for the past three years.

Conclusion: The recruitment and hiring process is well integrated with the SPP through its key role in providing information that informs resource decisions in support of organization-wide goals and directions.

- Does the process cover the volunteer workforce (Approach and Deployment)

☑ As evidenced by review of documentation showing that 2 of the 27 new positions developed in the past year were for volunteers. Further analysis of the documents showed no significant differences between the analyses, position descriptions, or behavioral interview questions for volunteers or paid staff.

Conclusion: The recruitment and hiring process fully covers volunteers and serves to ensure their contribution to the CM delivery model.